

87-2901

24 July 1987

NOTE FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM: Executive Director

SUBJECT: The Inspection Process and Executive Development

1. You have talked both of improving the overall quality of the inspection process and of making the experience of an inspection an important aspect of career development for a larger number of our people.

2. As a former IG myself, I believe strongly that the quality of the process is critically dependent upon the quality of the people asked to lead and staff it. We can explore further adjustments in the process at an appropriate time, but I urge you to move now to make changes in the way we staff this function.

3. Culturally, major adjustment in our approach to staffing the Office of the Inspector General will require a sea change in attitude. But most of the mechanisms to facilitate such a program are already in place. In particular, the inspection process is organized so that officers from outside the staff can be fairly easily integrated into the work of each of several inspection teams during each four-month cycle...provided always that we preserve a necessary balance between experienced inspectors and new members. We would also need to ensure that such "temporary" inspectors have the experience and background to contribute to the inspection we ask them to join. The IG, as presently constituted, could handle as many as 45 four-month tours each year for up-and-coming officers on temporary duty to the staff. This number might be expanded somewhat without fundamentally altering the conduct of our inspection process.

4. As a means of encouraging such short, developmental tours on the IG Staff, I suggest that you consider the following:

a. Instruct the IG to structure his program of inspections so as to use about 45 short-term officers each year. This shouldn't require a fundamental change on his part, but it will require changes from our senior managers, who often are reluctant to let high-performers go for a tour on the IG Staff. The transition can begin by January 1988 and can be fully implemented by December 1988.

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b. Inform each of the Deputies and me (i.e., the chairmen of our five major career services) that, beginning in January 1988, each of us will nominate our proportional share of our most promising GS-15/SIS-01 officers to participate in at least one inspection during the course of the coming year. Specify that you expect these officers to be nominated from among those ranked Category I (our highest performance ranking). Proportionally, our five organizations will have to identify officers as follows:

Operations Directorate -

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Intelligence Directorate

Science and Technology Directorate -

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Administration Directorate -

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5. This system will assure that as many of our highly ranked officers have this developmental experience before, or shortly after, promotion into the SIS ranks as can be accommodated by the IG. It will also help ensure that the costs and benefits of such an approach are shared proportionally among the directorates, that each of the IG's inspection teams will be staffed with individuals highly regarded by everyone, and that the inspection process benefits from the contributions of more of the Agency's best people.

6. The IG welcomes this approach and is prepared to begin the process as set forth above. Once instituted, he could also monitor adherence to the policy and report back to you periodically on results.

7. If this general approach is acceptable to you, I would suggest that we share this memo with the four Deputy Directors and discuss it with them collectively, perhaps at one of our Monday morning sessions. The IG should be invited to participate in the discussion.

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cc: IG

ORIG: EXDIR be: 24 Jul 87

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